

Lean University Manifesto

Being increasingly concerned about the directions the universities are going to, we the undersigned declare the following theses that we believe are the fundamental characteristics of a healthy, innovative, and productive university.

1. Teachers and researchers are the work force that produces the actual result of the university and are responsible of the quality of the university. Teachers and researchers should be involved only in the contents of teaching and research. Administration that is carried out by teachers and researchers is waste.
2. Administration is a special activity that needs specially trained personnel. Administration that does not support teachers and researchers is waste.
3. Trust is a key element in the university. The quality of the university can only be guaranteed by enthusiasm and dedication of teachers and researchers, and that can be achieved only through trust. Trust should be valued over agreements and control.
4. Personal communication should be valued over documentation and planning. Only such data is collected concerning the work of teachers and researchers that is needed to support teaching and research.
5. Contents should be valued over statistics and metrics, and quality over quantity. The quality of teaching and research cannot be measured in numbers but it can be evaluated only through careful scrutiny of the contents of teaching and research.